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Bureau of Land Management
Operating Plan

2004 – 2008

August 2004

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Bureau of Land Management Operating Plan 2004–2008

Our Plan

With 262 million acres of public lands–about one-eighth the area of the United States—as well as 700 million subsurface acres under its administration, the Bureau of Land Management (BLM) has an enormous responsibility. These public lands belong to all Americans and include many of the most ecologically and culturally diverse lands in Federal ownership.

The BLM is charged with sustaining the health and productivity of these lands for the use and enjoyment of present and future generations. Under its multiple-use, conservation-and-development mission, the BLM's land management responsibilities are broad, varied, and increasingly complex. Competing interests and cumulative natural resource impacts add to the growing challenge of managing these public lands.

The BLM performs a wide variety of functions in managing these public lands, including inventorying resources; preparing land-use plans and assessing environmental impacts; inspecting and enforcing use and permits; designing and constructing facilities; and restoring habitats.

All of the BLM's activities are conducted with extensive public participation, and consultation and cooperation with those most affected by our decisions. Plans and activities are also coordinated with other Federal agencies and with State, tribal, and local governments.

The BLM's operating plan for 2004–2008 establishes our long-term goals and milestones for measuring performance. It is divided into four mission areas based on those in the Department of the Interior's (DOI's) strategic plan. The BLM is the only agency in the Department that contributes to its accomplishments in each of the four mission areas: Resource Protection, Resource Use, Recreation, and Serving Communities (Figure1). Figure 2 shows how BLM funds were expended in each of the four mission areas in 2003. Each year, progress toward the goals outlined in this document will be reported to Congress and the public through the DOI's Annual Performance and Accountability Report.

August 2004

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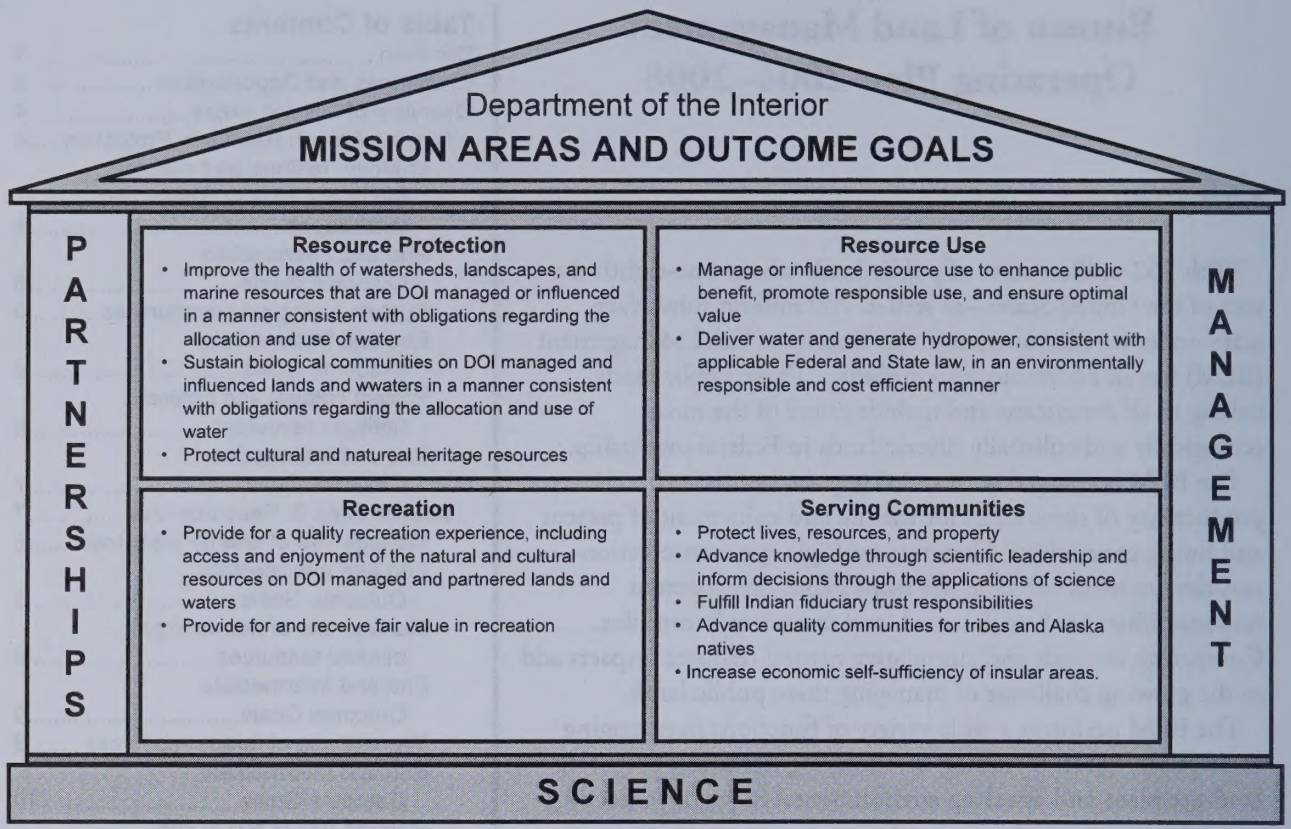
Department of the Interior
MISSION AREAS AND OUTCOME GOALS
PARTNERSHIPS
Resource Protection
• Improve the health of watersheds, landscapes, and marine resources that are DOI managed or influenced in a manner consistent with obligations regarding the allocation and use of water
• Sustain biological communities on DOI managed and influenced lands and wwaters in a manner consistent with obligations regarding the allocation and use of water
• Protect cultural and natureal heritage resources
Resource Use
• Manage or influence resource use to enhance public benefit, promote responsible use, and ensure optimal value
• Deliver water and generate hydropower, consistent with applicable Federal and State law, in an environmentally responsible and cost efficient manner
Recreation
• Provide for a quality recreation experience, including access and enjoyment of the natural and cultural resources on DOI managed and partnered lands and waters
• Provide for and receive fair value in recreation
Serving Communities
• Protect lives, resources, and property
• Advance knowledge through scientific leadership and inform decisions through the applications of science
• Fulfill Indian fiduciary trust responsibilities
• Advance quality communities for tribes and Alaska natives
• Increase economic self-sufficiency of insular areas.
MANAGEMENT
SCIENCE

Figure 1. This illustration depicts the four mission areas of the Department of the Interior and the supporting pillars of partnerships and management. Science is represented as the foundation for informed resource management decisions. (Adapted from U.S. Department of the Interior, Strategic Plan, Fiscal Year 2003-2008, September 30, 2003.)

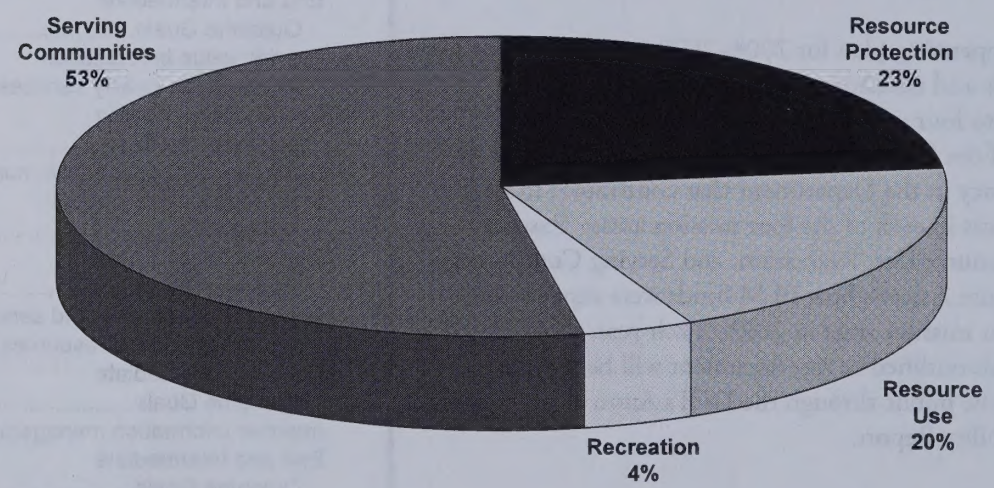

Figure 2. BLM funding expenditures by mission area in 2003.

Challenges and Opportunities

The five primary sets of challenges and opportunities that are driving the BLM's plans in 2004–2008 include the following:

- **Protect critical resources**
  Some of our Nation's most valuable public lands are at risk from past practices and current threats. By carefully identifying land management priorities, the BLM can help protect precious natural, historical, and cultural values while maintaining the health of the land. Key efforts in this area include watershed protection, weed control, and abandoned mine restoration.

- **Ensure an adequate energy supply**
  Among the Nation's most pressing concerns is reducing our reliance on foreign oil and protecting consumers from wild fluctuations in energy prices. The vast energy and mineral resources under our jurisdiction give the BLM a natural and key role in ensuring that our country has an adequate supply of energy. Equally important is our ability to deliver energy when it requires rights-of-ways across public lands. The BLM already has a significant backlog in processing right-of-way applications that threatens its capacity to respond in a timely manner to these new requests.

- **Address the needs of a changing West**
  Because of the significant pace of change and rapid growth in the American West, land-use plans for these areas, where most BLM-administered lands are located, no longer accurately reflect conditions on the ground and do not adequately address the public's emerging needs. Millions of people in rapidly growing communities are now within an hour's drive of formerly remote lands, and many of the commercial uses of public lands are vital to the economic and social well-being of these areas. As part of our work to support communities, the BLM must significantly strengthen and update its land use plans.

- **Protect special areas**
  The BLM's public lands in the West include a system of spectacular landscapes that have been designated for special management by Congress and the President. While many traditional public land uses, such as livestock grazing, hunting, and recreation will continue in these areas, there is also a high level of public interest in conserving these natural wonders. We welcome this concern and look forward to working with

Our History

The Bureau of Land Management's origins go back to the Land Ordinance of 1785 and the Northwest Ordinance of 1787. These laws provided for the survey and settlement of lands ceded by the original 13 States to the Federal Government after the Revolutionary War.

As the 19th century progressed and the Nation expanded farther west, as a result of acquisitions of property by the United States through purchase or other means, Congress enacted laws to encourage settlement and development. The creation of the first national parks and forests in the late 19th century signaled a shift in philosophy. By either reserving or withdrawing some lands from settlement, Congress legislated that they were to remain under Federal ownership and management for the benefit of all.

In the interest of resource conservation, Congress enacted a number of laws early in the 20th century to manage activities on public lands. They included the Mineral Leasing Act of 1920 and the Taylor Grazing Act of 1934. In 1946, the Grazing Service was merged with the General Land Office to form the Bureau of Land Management (BLM) within the Department of the Interior. At that time, there were more than 2,000 unrelated and often conflicting laws concerning the management of public lands. The BLM had no unified legislative mandate until Congress enacted the Federal Land Policy and Management Act (FLPMA) of 1976. This law recognized the value of the remaining public lands to the American people and declared that these lands would remain in public ownership.

Today, the BLM has about 10,000 permanent employees in over 180 locations and operates 6 national centers that specialize in training, fire management support, science and technology, human resources management, information resources management, and business services.

What Drives Us

Our vision:

To enhance the quality of life for all citizens through the balanced stewardship of America's public lands and resources.

Our mission:

To sustain the health, diversity, and productivity of the public lands for the use and enjoyment of present and future generations.

Our values:

To serve with honesty, integrity, accountability, respect, courage, and commitment to make a difference.

Our priorities:

- To improve the health and productivity of the land to support the BLM's multiple-use mission.
- To cultivate community-based conservation, citizen-centered stewardship, and partnership through consultation, cooperation, and communication.
- To respect, value, and support our employees, giving them resources and opportunities to succeed.
- To pursue excellence in business practices, improve accountability to our stakeholders, and deliver better service to our customers.

governmental units, businesses, conservation groups, and other interested parties in developing land-use plans for these areas.

- **Plan for a changing workforce**
  During the years covered by this plan, the BLM will face a demographically shifting Federal workforce. Approximately 20 percent of our employees are eligible to retire over the next 3 years. We are now in the process of training a new cadre of employees as part of a larger effort to integrate workforce planning, technology, and human resources management into our strategic planning.

Overview of Mission Areas

Mission Area 1: Resource Protection

The health of BLM-administered lands continues to be of paramount importance. The BLM expends approximately 23 percent of its funding on its resource protection mission. Healthy lands are more resilient to environmental fluctuation and disturbance, and can better sustain resource use and recreation. Effective restoration requires complex, multi-faceted actions that may include investments in land treatment, as well as project construction and maintenance. Because knowing the existing condition of public lands is critical to implementing appropriate treatment schemes, inventorying resources is a major component of the BLM's plan.

The BLM's resource protection mission is divided into three sections: improving, restoring, and maintaining the health of watersheds and landscapes; sustaining biological communities; and protecting cultural and natural heritage resources. During the next few years the BLM will focus it efforts on restoring and conserving sagebrush habitat, which is home to over 300 species of plants and animals, including the sage grouse. Restoring the sagebrush ecosystem will help prevent the future listing of threatened, endangered, and sensitive plant and animal species.

The BLM will also continue to promote citizen-based stewardship of our public lands. Resource managers will look for opportunities to work with ranchers, conservationists, and other partners to achieve healthier western rangelands while providing for sustainable resource uses. Initiatives the BLM has undertaken also harness the power of partnerships in restoring and protecting our resources. By building our Challenge Cost Share (CCS), Cooperative Conservation Initiative (CCI), and Application of Science Initiative (ASI), the BLM will be able

to leverage resources to benefit the public lands. The Healthy Forests Initiative focuses on reducing the risk of catastrophic fire by thinning undergrowth to restore the health of ecosystems in priority locations that are selected through a collaborative process with Federal, State, tribal, and local officials and communities.

Finally, the BLM will focus on managing wild horse and burro populations, whose numbers are having a detrimental impact on public land resources. Proper management will ensure that these herds can survive on the range without having a negative impact. Many of these wild horses and burros are captured and adopted out through the BLM's adoption program. The Eastern States Office alone has placed approximately 17,000 wild horses and burros with private owners over the past 5 years.

Improve, restore, and maintain the health of watersheds and landscapes

Some of the most challenging areas for the BLM are wetlands and the regions adjacent to flowing or standing water, known as riparian areas. The health of these areas is critical because riparian-wetland systems purify water. Additionally, many wildlife species depend upon the unique and diverse habitat niches offered by these regions.

These areas are subject to a wide variety of environmental stresses. In some cases, it may be impossible to restore the lands to their previous resiliency and diversity; in others, decades may be required to demonstrate any substantial progress.

The BLM manages more impaired watershed areas than any other bureau of the Department of the Interior. Many of these lands were degraded by the end of the 19th century by environmentally harmful management practices such as unsustainable livestock grazing, timber harvesting, and mining practices. While important strides were made in the 20th century in applying sustainable management practices, resource conditions are still unsatisfactory in some areas. By 2008, the BLM expects that 98 percent of wetlands and 89 percent of riparian areas will achieve desired conditions.

Another area of great concern is the undetected or unmitigated releases of hazardous substances on public lands including areas impacted by landfills, mineral development operations, pipelines, airstrips, and other uses. The BLM is working aggressively to identify and clean up sites that pose dangers to humans or natural resources. Under this plan, approximately 5.6 percent of known contaminated sites will be remediated by 2008.

Improve, Restore, and Maintain the Health of Watersheds and Landscapes: End and Intermediate Outcome Goals

1.1.01: By 2008, 98% of wetland areas (12.5 million acres) will continue to achieve desired conditions as specified in management plans (FY 2004 Baseline: 98%, or 12.5 out of 12.8 million acres).

1.1.02: By 2008, 89% of riparian areas (128,000 miles) will achieve desired conditions as specified in management plans (FY 2004 Baseline: 87%, or 122,400 out of 140,100 miles).

1.1.03: By 2008, 67% of upland areas (143 million acres) will achieve desired conditions as specified in management plans (FY 2004 Baseline: 63%, or 135 out of 214 million acres).

1.1.04/5: In FY 2004, a baseline will be established for the percent of acres of surface waters meeting EPA-approved State water quality standards. By 2008, approximately 123,100 miles (90%) of streams managed by the BLM will meet State (Environmental Protection Agency (EPA) approved) water quality standards (Goal 1.1.05). (FY 2004 Baseline: A baseline will be established for Goal 1.1.04 (surface acres meeting EPA-approved water quality standards) in FY 2004. The FY 2004 baseline for stream miles is 88%, or 120,300 out of 136,800 stream miles).

1.1.06/7: By 2008, 100% of reporting Class I lands (4 units) managed by the BLM will meet ambient air quality standards, and 25% of reporting Class I lands (4 units) will meet visibility objectives (FY 2004 Baseline: ambient air quality standards met in 2 of 4 units (50%), and visibility quality objectives met in 0 of 4 units (0%)).

1.1.08: By 2008, 500 cumulative acres will be reclaimed or mitigated from the effects of degradation from past mining (FY 2004 Baseline: 50 acres; 50 cumulative acres).

1.1.09: By 2008, 20% of acres degraded by wildland fire will have post-fire rehabilitation treatments underway, completed, and monitored (FY 2004 Baseline: 19% underway, completed, and monitored).

1.1.10-12: By 2008, 40,000 acres in fire regimes 1, 2, or 3 will be moved to a better condition class that were identified as high priority through collaboration consistent with the 10-year Implementation Plan; 13% of acres in fire regimes 1, 2, or 3 will be moved to a better condition class; and, 1,300 acres in prior measure will be moved to a better condition class per $1 million of gross investment (FY 2004 Baselines: 31,000 acres, 10% of acres, and 1,300 acres per $1 million).

Improve, Restore, and Maintain the Health of Watersheds and Landscapes: End and Intermediate Outcome Goals (continued)

1.1.13-15: By 2008, 236,000 acres will be treated that are in condition classes 2 or 3 in fire regimes 1 through 3 outside of the wildland urban interface, and will be identified as high priority through collaboration consistent with the 10-Year Implementation Plan; 84% of acres will be treated that are in condition classes 2 or 3 in fire regimes 1 through 3 outside of wildland urban interface; and 8,100 acres will be treated outside the wildland urban interface per $1 million dollars gross investment (Baselines: 225,000 acres, 80% of acres, and 8,100 acres per $1 million).

1.1.16: By 2008, 5.6% (20 of 358 sites) of known contaminated sites will be remediated on BLM-managed land (FY 2004 Baseline: 1.1%, or 4 out of 358 sites).

1.1.17: In 2004, baseline satisfaction scores on resource protection partnerships will be established.

Sustain Biological Communities: End and Intermediate Outcome Goals

1.2.01*: By 2008, there will be a 2% (300,000 acres) decrease from baseline in the number of acres infested with invasive plant species (FY 2004 Baseline: A baseline for this measure will be established in FY 2004).

1.2.02: A baseline for the total number of plant and animal species proposed for listing that have achieved a stable or increasing trend in their resident populations will be established in FY 2004.

1.2.03: By 2008, 2,400 (cumulative) stream/shoreline miles will be restored or enhanced to achieve habitat conditions to support species conservation consistent with management documents and program objectives (FY 2004 Baseline: 585 miles).

1.2.04: By 2008, 40,000 acres will be restored or enhanced to achieve habitat conditions to support species conservation consistent with management documents and program objectives (FY 2004 Baseline: 9,500 acres).

***Note:** Approximately 15 million acres on BLM-administered public lands are infested with weeds. The BLM is averaging treatments on approximately 260,000 acres per year, meaning that 2% of the estimated total lands affected are treated each year. However, this does not account for additional lands that are being newly infested.

Sustain biological communities

BLM-administered public lands are vast and rich in biological diversity. They include approximately 182 million acres of habitat for big game, 213 million acres of small game habitat, and 30 million acres of waterfowl area. Some of the species that inhabit these public lands include approximately 409,000 antelope, 20,500 bighorn sheep, 1,200,000 deer, 234,000 elk, 30,300 moose, and 32,200 wild turkeys.

Many of the BLM-administered lands contain plant and animal species listed under the Endangered Species Act (ESA). These lists have been growing, and this trend is expected to continue due, in large measure, to sprawling developments that fragment wildlife habitats. The BLM works cooperatively with partners and other Federal and State agencies to develop baseline information, establish conservation strategies and treatments, and identify monitoring schedules to support populations under the ESA.

One of the greatest obstacles to achieving ecosystem health on BLM lands is the rapid expansion of invasive plants, which can dominate and cause permanent damage to natural plant communities if not eradicated or controlled. The degradation of public lands by noxious weeds is spreading at an alarming rate, leading to a host of serious problems. Currently, the resources available to combat weed infestations dictate a containment strategy, and actions will continue to be targeted at preventing the spread of weeds into the most vulnerable areas. By 2008, the BLM expects a 2 percent decrease in the number of acres infested with invasive plant species.

In addition to land management, the BLM administers vast aquatic areas, including almost 2.9 million acres of lakes and reservoirs and more than 116,000 miles of fishable streams. These areas contain a wide variety of life, from rare native species such as desert pupfish to endangered species such as steelhead and Chinook salmon. In addition to fisheries management, threatened and endangered species, and clean water initiatives, the BLM has implemented health standards to contribute to the maintenance and restoration of aquatic habitats. During the period of this plan, the BLM expects to restore or enhance 2,400 stream and shoreline miles to support species conservation.

Protect cultural and natural heritage resources

The public lands administered by the BLM contain exceptional geologic formations; wild free-roaming horse and burro herds; wild and scenic rivers; and innumerable paleontological, archaeological, and natural history sites. These resources represent a significant part of our Nation's natural and cultural heritage.

The BLM inventories, evaluates, and protects these legacies for the use and enjoyment of the American people. We have nearly 2,100 special areas that have been congressionally or administratively designated on BLM-managed public lands. These include Areas of Critical Environmental Concern (ACECs), Wild Horse and Burro Herd Management Areas (HMAs), and Research Natural Areas (RNAs). These areas cover a total of 91.5 million acres, approximately one-third of the 262 million acres under BLM administration.

The BLM also manages the largest, most varied, and scientifically most important body of cultural resources of any Federal land management agency. To date, more than 263,000 archaeological and historic properties have been recorded on public lands, with 4 to 4.5 million estimated to exist. These resources contribute to our understanding of the origins of human history in North America. The BLM's archaeological and historical resources range in age from 13,000-year-old mammoth kill sites associated with the earliest hunters, to more recent historical sites documenting westward migration, mining, ranching, and railroading. More than 200 properties totaling more than 5 million acres are managed for paleontological values or contain paleontological values that may require special management in the future. Significant paleontological resources can also be found on other BLM lands that are estimated to total over 20 million acres.

Development, weathering, and increased use of the public lands for recreational activities are contributing to the decline in the condition of our cultural and paleontological resources. In addition, some sites continue to be targeted by pothunters, looters, and commercial collectors.

Mission Area 2: Resource Use

The public lands under the BLM's jurisdiction provide a myriad of opportunities for commercial activities. Marketable natural resources include energy and mineral commodities, forest products, and grazing forage.

The BLM expends approximately 20 percent of its funding on this mission area, which consists of managing the use of energy resources, non-energy minerals resources, forage resources, and forest and woodland products.

Over the next few years, the BLM will need to address the increasing demand for use authorizations and services from public lands, especially concerning energy and right-of-ways. For our forest resources, we will be using stewardship contracts to build capabilities in local communities for restoring forests and

Protect Cultural and Natural Heritage Resources: End and Intermediate Outcome Goals

1.3.01: By 2008, 81% (44,145 properties out of 54,500) of cultural properties in the BLM's inventory will be in good condition (FY 2004 Baseline: 81%, or 32,900 properties out of 40,500).

1.3.02: By 2008, 100% of collections in the BLM's inventory will be in good condition (FY 2004 Baseline: 100%, or 3 out of 3 collections).

1.3.03: By 2008, 90% of paleontological localities in the BLM's inventory will be in good condition (FY 2004 Baseline: 90%, or 1,660 out of 1,845 localities).

1.3.04: By 2008, 70% (772 out of 1,030 units) of Special Management Areas will meet their heritage resource objectives under authorizing legislation (FY 2004 Baseline: 63%, or 649 out of 1,030 units).

1.3.05: By 2008, 64% (4,170,000 out of 6,515,000 acres) of designated wilderness will achieve wilderness character objectives as specified by statute (FY 2004 Baseline: 60%, or 3,909,000 out of 6,515,000 acres).

1.3.06: By 2008, the percent of miles of designated wild and scenic rivers achieving wild and scenic river condition objectives will increase to 64% (FY 2004 Baseline: 60%, or 1,237 miles out of 2,061 miles).

1.3.07: A baseline will be established in FY 2004 for the percent of miles (4,753 total miles) of designated scenic and historic trails achieving national scenic and historic trail management levels.

1.3.08: By 2008, 100% (29 of 29 units) of the National Monuments and National Conservation Areas will have priority projects initiated to achieve desired resource condition objectives (FY 2004 Baseline: 31%, or 9 out of 29 units).

1.3.09: By 2005, 100% of Herd Management Areas will achieve appropriate management levels (FY 2004 Baseline: 54%, or 111 out of 206 Herd Management Areas).

1.3.10: In 2004, baseline partner satisfaction scores with BLM on cultural and heritage resource partnerships will be determined.

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Manage Use of Energy Resources: End and Intermediate Outcome Goals

2.1.01: By 2008, 224 million acres of surface estate and 366 million acres of subsurface estate will continue to be available for energy resource exploration and development consistent with applicable management plans or permitting requirements (FY 2004 Baseline: 2008 target).

2.1.02: By 2008, the average acreage disturbed for each permitted energy exploration or development activity will be reduced to 1.8 acres (FY 2004 Baseline: 2.3 acres).

2.1.03: By 2008, the number of pending cases of permits and lease applications that are in backlog status for fluid energy minerals will be reduced to 1,500 (FY 2004 Baseline: 2,100 fluid energy minerals cases in backlog status).

2.1.04: By 2008, the average full cost of processing applications for permit to drill for fluid energy minerals will be $4,100 (FY 2004 Baseline: $3,950 per permit to drill for fluid energy minerals processed).

2.1.05: By 2008, the number of pending cases of permits and lease applications that are in backlog status for solid energy minerals (leases by application) will be maintained at 26 leases by application (FY 2004 Baseline: 26 leases by application backlog).

2.1.06: By 2008, the number of pending cases of permits and lease applications that are in backlog status for rights-of-way will be reduced to 1,500 rights-of-way (FY 2004 Baseline: 1,850 rights-of-way in backlog status).

2.1.07*: By 2008, the percent of pending cases of permits and lease applications that are processed for fluid energy minerals will increase by 3% to 104% of the applications received (FY 2004 Baseline: 101% of applications received are processed).

2.1.08: By 2008, 18% of the pending cases of permits and lease applications for energy minerals (coal) will be processed (FY 2004 Baseline: 13% of permits/lease applications processed).

2.1.09: By 2008, the number of fluid energy resource compliance inspections and enforcement reviews completed will increase to 96% (FY 2004 Baseline: 95%, or 18,700 inspection and enforcement reviews).

2.1.10: By 2008, the percent of solid minerals inspection, enforcement, and production verification reviews completed, as defined by regulations, will be maintained at 100% (FY 2004 Baseline: 100%).

2.1.11: By 2008, 97% of fluid minerals violations (incidents of non-compliance) will be corrected by operators with the first notice (FY 2004 Baseline: 92% of incidents of non-compliance corrected with first notice).

woodlands, while producing an estimated 7 million board feet of forest products. This stewardship contracting effort should provide job opportunities in local communicates and stimulate the development of markets for the small-diameter wood byproducts and the growing biomass industry.

Manage use of energy resources

From a total of $2.22 billion in annual revenues derived from BLM-administered public lands and mineral resources in FY 2003, energy and minerals generated $2.17 billion, or 98 percent of the total. An estimated $17.8 billion in market sales production resulted in direct and indirect economic impacts totaling $37.3 billion. In recent years, onshore Federal lands have produced about 35 to 40 percent of the Nation's coal, 10 to 11 percent of its natural gas, and 5 percent of its oil. The BLM has approximately 54,000 oil and gas leases, 400 geothermal leases, and 300 coal leases in effect.

While the number of acres available for energy resource exploration and development will remain constant for the foreseeable future (224 million acres of surface and 366 million acres of subsurface estate), the number of leases and acreage under lease are expected to continue to increase at a rate of 3,500 new leases and an additional 3 million acres under lease per year.

In addition to traditional energy sources, the BLM has taken a lead role in developing renewable energy resources on the public lands. These include wind, geothermal, biomass, solar, and hydropower sources. In 2002, the BLM and the Department of Energy's National Renewable Energy Laboratory established a partnership to assess these resources in the western United States and to identify BLM land-use planning units with the highest potential for renewable energy development.

Before the BLM approves a drilling permit or other plan requiring environmental review, an environmental assessment is completed. Significant improvements have been made over the past 5 to 10 years in the reduction of surface-disturbing activities through directional drilling and improved access management. During the period of this plan, the BLM expects a 22 percent decrease in the acreage disturbed for each energy exploration or development activity.

In addition to energy site leases, the BLM processes the right-of-way applications necessary for energy development on public lands. Right-of-way grants are issued to companies to use public lands for roads, pipelines, transmission lines, and communication sites. Because of the increased demand for rights-of-way from

energy producers and transporters, the BLM initially anticipates that its backlog will increase; however, over the period of this plan, the BLM expects the backlog will be reduced by nearly 20 percent.

Manage use of non-energy mineral resources

The public lands under the BLM's administration are the source of a number of important mineral resources, including potassium, phosphorus, sodium (trona), potash, lead, and zinc, as well as the sand, gravel, and rock used in construction. During 2002, the production of non-energy leasable minerals from public lands had a market value of $684 million and generated $38 million in revenue for the Federal Government.

The BLM expects that by 2008, a total of 570,700 acres will be available for non-energy mineral resource exploration and development, while a cumulative total of 40,000 acres will be reclaimed to appropriate land condition and water quality standards.

Manage use of forage resources

The BLM, which administers 165 million acres of rangeland in the 12 Western States, including Alaska, plays a significant role in managing the grazing of domestic livestock on public lands. Livestock grazing on these lands is central to the livelihood and culture of many local communities. Among all commodities, forage has the highest indirect effect on dollars circulated through local communities.

The BLM manages rangeland ecosystems on a landscape basis and considers the interrelationships of living organisms, the physical environment, and landscape characteristics. Improving the vegetative habitat and rangeland health of public land ecosystems is beneficial for livestock as well as fish and wildlife habitat.

Under this plan, by 2008, 7.7 percent of upland acres will have range improvements completed that result in sustainable grazing. The BLM's successes thus far in increasing the percent of rangelands attaining appropriate land conditions can be partially attributed to our collaborative relationships with other federal agencies and stakeholders, including the Society for Range Management, State land grant colleges, the Natural Resources Conservation Service, and the U. S. Forest Service. In addition, we encourage private parties and other beneficiaries to contribute funds toward upgrading rangelands and to agree to shifting project maintenance responsibilities to the benefiting user.

Manage Use of Energy Resources: End and Intermediate Outcome Goals (continued)

2.1.12: By 2008, the customer satisfaction rating with the energy resources permitting process will increase by 5% to a 55% approval rating (FY 2004 Baseline: 50% customer satisfaction rating).

***Note:** During the period of this plan, the percent of pending cases of permits and lease applications processed for energy minerals is anticipated to increase by 3%. "Pending cases" include processing both current year and backlogged permits and applications, subsequent well operations, and other lease operations that result in additional surface disturbance requiring approval.

Manage Use of Non-energy Mineral Resources: End and Intermediate Outcome Goals

2.2.01: By 2008, 570,700 acres will continue to be available for non-energy mineral resource exploration and development consistent with applicable management plans (FY 2004 Baseline: 2008 target).

2.2.02: By 2008, 40,000 acres (cumulative total), or approximately 8,000 acres per year, will be reclaimed to appropriate land condition and water quality standards (FY 2004 Baseline: 8,000 acres).

2.2.03*: By 2008, the average time for review and approval of saleable, leasable, and locatable minerals processing actions will be maintained at 18 months (FY 2004 Baseline: 2008 target).

2.2.04: In FY 2004, the baseline for the percent of pending cases of permits and lease applications that are processed for non-energy minerals will be established.

2.2.05: By 2008, the percent of non-compliance and trespass actions that are resolved for non-energy minerals will increase by 1.5% to 25.5% (FY 2004 Baseline: 24% of non-compliance and trespass actions for non-energy minerals will be resolved).

2.2.06: By 2008, the customer satisfaction rating with the non-energy mineral permitting process will increase by approximately 5% to 82.5% (Baseline 77.4% satisfaction with the non-energy permitting process).

***Note:** The average time for review and approval of saleable, leasable, and locatable minerals processing actions is projected to remain constant over the duration of this plan.

Manage Use of Forage Resources: End and Intermediate Outcome Goals

2.3.01: By 2008, 7.7% of upland acres will have range improvements completed that result in sustainable grazing (FY 2004 Baseline: 6.8%).

2.3.02: By 2008, 67% of permitted acres will be maintained at appropriate land conditions and will meet water and air standards (FY 2004 Baseline: 63%).

2.3.03: By 2008, the average time (number of days) for processing and issuing grazing permits will be reduced to 200 days (FY 2004 Baseline: 215 days).

Manage Use of Forest and Woodland Products: End and Intermediate Outcome Goals

2.4.01/02: By 2008, 125% of the established strategic goal (ESG) for public domain (PD) lands and 149% of Allowable Sale Quantity (ASQ) for O&C lands will be offered, consistent with management plans (FY 2004 Baseline: Established strategic goal is 106% for PD lands, while Allowable Sale Quantity is 79% for O&C lands).

2.4.03/04: By 2008, 343 million board feet (MMBF) of timber will be offered for sale (40 MMBF from PD lands and 303 MMBF from O&C lands (of which 203 is from ASQ lands and 100 from LSR lands)) (FY 2004 Baseline: 184.0 MMBF: 34 MMBF from PD lands and 150 MMBF from O&C lands).

2.4.05*: By 2008, 100% of permitted acres will be maintained at appropriate land conditions and water quality standards (FY 2004 Baseline: 100%).

2.4.06: By 2008, the administrative cost per million board feet of timber offered for sale will be $165,000. (FY 2004 Baseline: $165,000 per million board feet – O&C only). The target for the PD lands will be established in FY 2004 and will be added to the O&C costs).

***Note:** The measure for percent of permitted acres maintained at appropriate land conditions and water quality standards will always be 100%, as the BLM will not permit use unless appropriate land and water quality standards are maintained.

Manage use of forest and woodland products

Ranging from the black-and-white spruce forest in Alaska to the Douglas-fir and mixed-conifer forests of Oregon and California and the pinyon pine and juniper woodlands in the Southwest, the BLM manages 55 million acres of forest and woodland.

These areas are managed under the principles of multiple use, sustained yield, and protection of environmental quality. Decisions about land use for recreation, aesthetics, water quality, and wildlife habitat, as well as timber and other forest biomass production, are made with an emphasis toward sustaining biological diversity and the long-term health of the land. In addition, the forest lands in western Oregon are managed under the Northwest Forest Plan, which emphasizes the restoration of wildlife and fisheries habitat, as well as a scientifically sound, environmentally responsible, and sustainable level of timber sales. This includes thinning of young stands in Late-Successional Reserves (LSRs) to accelerate the attainment of late-successional and old-growth characteristics.

Healthy Forests: An Initiative for Wildfire Prevention and Stronger Communities was announced in August 2002 in response to a proliferation of catastrophic fires and environmental degradation that threatens the American people, their property, and our environment, particularly the forest and rangelands of the West. This initiative focuses on reducing the risk of catastrophic fire by thinning dense tree undergrowth and brush in priority locations that are selected through a collaborative process with Federal, State, tribal, and local officials and communities. In December 2003, the Healthy Forest Restoration Act was signed into law, in continued support of the Healthy Forest Initiative and in recognition of the forest health problems throughout the Nation.

At present, approximately 16 million acres of public land are in need of ecological restoration work, including mechanical thinning and tree species reintroduction.

Mission Area 3: Recreation

Recreation and leisure activities are a major part of the lifestyles of millions of Americans, as well as international visitors. The BLM-administered public lands and waters offer a vast array of recreational opportunities, from hunting and camping to tours of natural and cultural heritage sites.

In 2003, there were 52.9 million visits and 66.7 million visitor days of recreational use on BLM public lands. Even under conservative projections, visits could increase by three percent each year, resulting in use levels of 61.3 million visits and 77.3 million visitor days by 2008. More accessible areas may experience a 10 percent or more increase in visitation each year.

The BLM expends about 4 percent of its funding to contribute toward the Department of the Interior's goals for this mission area, which is divided into two sections: enhancing the quality of recreational opportunities and improving access, and providing value and promoting quality services for recreation. The BLM's long-term goal in this area is to provide better access to high-quality recreation opportunities at a cost that is fair to visitors and taxpayers.

Over the next few years, the BLM's efforts will focus beyond on-the-ground projects toward managing recreation for desired experiences and other quality of life benefits, maintaining the character of dependent recreation settings, and then balancing all management actions to achieve these ends. Having this more comprehensive approach will improve visitors' satisfaction with the quality of their experience.

Enhance the quality of recreational opportunities and improve access

Federal agencies are required by law to make their facilities and programs accessible to people with disabilities. The BLM performs accessibility evaluations of its recreation facilities to identify barriers and develop solutions. Barrier removal and facility retrofit recommendations are then incorporated into deferred maintenance projects or developed as stand-alone, universal access initiatives.

The Bureau is concerned with finding opportunities to reach out to its visitors and provide effective interpretation and educational programs. To meet these challenges, the BLM has increased the number of wayside exhibits on public lands that tell the story of how the BLM manages resources and gives visitors the information they need to be more environmentally responsible while enjoying public lands.

Among these programs are "Leave No Trace," an outdoor ethics program focused on minimizing impacts on natural resources and wildlife, and "Tread Lightly!," which empowers outdoor enthusiasts to recreate responsibly. The Bureau also participates in National Public Lands Day projects, which draw thousands of volunteers to our sites and promote environmental awareness and ethical outdoor behavior.

Provide value in recreation and promote quality services

Each year, the BLM averages approximately 2,150 commercial and group and 27,000 non-commercial recreation permits processed, 485,000 recreation use (entrance and daily use) permits issued and managed, and 2,450 commercial and group special recreation permits inspected for compliance. The BLM provides for and receives fair value and return from recreation

Enhance the Quality of Recreational Opportunities and Improve Access: End and Intermediate Outcome Goals

3.1.01: By 2008, the satisfaction with meeting the public's demand for recreation, as measured by a general public survey, will be improved by 10% to 40% (FY 2004 Baseline: 30% satisfaction rating for meeting public demand).

3.1.02: By 2008, visitor satisfaction with the quality of their recreation experience will be improved to 95% (FY 2004 Baseline: 94%).

3.1.03: By 2008, 260 million acres will continue to be available for recreation through management actions and partnerships (FY 2004 Baseline: 260 million acres).

3.1.04: By 2008, 14,500 miles of river and shoreline will continue to be available for recreation through management actions and partnerships (FY 2004 Baseline: 14,500 miles of river and shoreline available for recreation).

3.1.05: By 2008, the total number of recreation facilities that are universally accessible will increase by 3% to a total of 12% (FY 2004 Baseline: 9% of recreation facilities are universally accessible).

3.1.06: By 2008, 3,000 online recreation transactions will be supported by the BLM (FY 2004 Baseline: 2,500 transactions).

3.1.07: By 2008, 84% of recreation areas (3,271 out of 3,894) will have established and maintained community partnerships (FY 2004 Baseline: 80%, or 3,115 out of 3,894 recreation areas).

3.1.08: By 2008, 10,700 individuals will be using an interagency pass (FY 2004 Baseline: 10,700).

3.1.09: By 2008, 84% of recreation facilities will be in fair to good condition as measured by the Facilities Condition Index (FY 2004 Baseline: 82%).

3.1.10: By 2008, 85,000 visitors will be served by facilitated programs (FY 2004 Baseline: 82,700 visitors).

3.1.11: By 2008, 92% of visitors will be satisfied with the quality of interpretation and environmental education products in Special Recreation Management Areas as measured by a general public survey (FY 2004 Baseline: 72%).

Provide Value in Recreation and Promote Quality Services: End and Intermediate Outcome Goals

3.2.01: By 2008, 85% of customers will continue to be satisfied with value for fee paid (FY 2004 Baseline: 85% satisfaction rating).

Provide Value in Recreation and Promote Quality Services: End and Intermediate Outcome Goals (continued)

3.2.02*: By 2008, 0% of concession activities will have performance-based contracts (FY 2004 Baseline: 0%, or 0 out of 19 concessions).

3.2.03: In FY 2004, a baseline for the cost per visitor at developed and recreational fee demonstration sites will be determined.

***Note:** The BLM reports a baseline of 0% for concessions with performance-based contracts. Since most of the existing contracts are for a 30-year period, progress will be slow in making changes in this area.

Improve Fire Management and Safety: End and Intermediate Outcome Goals

4.1.01: Annually report loss of life from severe, unplanned, and unwanted wildland fires (FY 2004 Baseline: report actual lives lost; targets not set).

4.1.02: Annually report firefighter injuries from severe, unplanned and unwanted, wildland fires (FY 2004 Baseline: report actual numbers; targets not set).

4.1.03: Annually report damage to communities and the environment from severe, unplanned, and unwanted wildland fires (FY 2004 Baseline: report actual dollar loss; targets not set).

4.1.04: Annually report amount of time lost from firefighter injury in proportion to the number of days worked across all agencies (FY 2004 Baseline: report actual days; targets not set).

4.1.05: Annually report number of homes and significant structures lost as a result of wildland fires (FY 2004 Baseline: report actual days; targets not set).

4.1.06: Annually report visitor lives lost due to illegal activities on Department of the Interior lands and facilities (incidents per 100,000 visitor/resident days) (FY 2004 Baseline: report actual incidents; targets not set).

4.1.07: Annually report serious injuries to visitors due to illegal activities on Department of the Interior lands and facilities (FY 2004 Baseline: report actual serious injuries; targets not set).

4.1.08: By 2008, control 95% of unplanned and unwanted wildland fires during initial attack (FY 2004 Baseline: 95%).

4.1.09: Annually report number of acres burned by unplanned and unwanted wildland fires (FY 2004 Baseline: report actual acres; targets not set).

4.1.10/11: By 2008, treat 40% (105,000 acres out of 262,500 acres) in the wildland-urban interface that are identified as high priority through collaboration consistent with the 10-Year Implementation Plan (FY 2004 Baseline: 40% of all acres treated (105,000 acres) in the wildland-urban interface).

through leasing commercial services and other use authorization permits, and developing collaborative partnerships with business, industry, and local governments within gateway communities. These community-based partnerships expand the scope of permit and fee management to jointly manage permits with recreation-tourism businesses and local governments.

Total recreation receipts from permit revenues amounted to $8.6 million in 2001 and $9.2 million in 2002, with projected receipts for 2003 estimated at $9.5 million. The BLM continues to participate in the Recreational Fee Demonstration Program, in which visitors are charged a fee to use many of the Bureau's campgrounds and other developed recreation sites. All of the money collected is reinvested at the site of collection to improve physical infrastructure and enhance customer satisfaction, directly benefiting those who pay for and use the site.

Mission Area 4: Serving Communities

The BLM expends approximately 53 percent of its funding to serve the Nation's citizens and communities, ensure that people and property are protected from hazards associated with the BLM's land management programs, and fulfill the government's Indian trust responsibilities. To achieve these goals, the BLM collaborates with many constituents, applying the Secretary of the Interior's Four C's Vision: "Conservation through Cooperation, Consultation, and Communication."

The BLM's goals under this mission can be divided into three main areas: improve fire management and safety; improve public safety and security and protect public resources; and improve information management.

Improve fire management and safety

The BLM provides fire protection for 388 million acres of public and State lands. Recent seasons have demonstrated that adequate firefighting resources and a high level of preparedness can control fires and prevent extensive destruction. The measure for the percent of unplanned and unwanted wildland fires controlled during initial attack has remained relatively constant at 95 percent.

An overabundance of fuel still exists in some areas, however, and will for years to come. Consequently, severe fire outbreaks, widespread damage to public lands and resources, and even loss of human life can be anticipated. In addition, continued population growth in rural areas of the West has increased risks from fire and natural emergencies. The BLM continues to work to reduce these hazards through field inspections, periodic maintenance, and

the repair of its buildings and recreation sites. While the BLM is taking steps to reduce the number of human-caused fires, blazes caused by natural events such as lightning will always present a risk.

Our strategies to fight these ongoing threats include using prescribed fire to protect communities at risk. The BLM's fire and aviation program works cooperatively with its Federal and State partners to suppress and manage wildland fire. In addition, the wildland fire management program is actively integrating fire management into the maintenance and restoration of ecosystems.

Improve public safety and security and protect public resources

Public lands are not immune from criminal activities that threaten resources and the health and safety of visitors. With the growth of communities in areas that are adjacent to public lands, illegal activities and unauthorized uses will continue to flourish.

These activities include vandalism and theft of irreplaceable natural and cultural resources, illegal drug cultivation and drug labs, and hazardous waste dumping. In addition, since the terrorist attacks of September 11, 2001, the BLM's law enforcement program has responded to numerous homeland-security-related requests from the Department of the Interior and other Federal agencies.

To ensure that visitors have safe and positive experiences, BLM rangers and special agents maintain a capability for providing public assistance and responding to illegal activities. The BLM uses administrative, civil, and criminal enforcement remedies to hold violators responsible and to recover compensation.

The BLM also engages in hazardous material response actions, site evaluations, and prioritization of cleanups. The BLM works with the Environmental Protection Agency, local environmental departments, and potentially responsible parties to fund and expedite the cleanup of hazardous sites. We prioritize sites that are an imminent threat to public health and safety, as well as those sites that can generate penalties and fines.

Improve information management

The BLM has extensive historical records and maintains current land title information on ownership, condition, location, rights, and authorized uses. The BLM also performs cadastral surveys and completes land transactions, producing voluminous amounts of information that support land management and scientific activities for many government agencies, as well as the private sector. The BLM 's records provide a critical foundation for addressing energy development, urban growth, and wildland fire management.

Improve Fire Management and Safety: End and Intermediate Outcome Goals (continued)

4.1.12: By 2008, continue to treat 3,020 acres in the wildland-urban interface (WUI) per $1 million gross investment. (FY 2004 Baseline: 3,020 acres treated in WUI per $1 million gross investment).

Improve Public Safety and Security and Protect Public Resources: End and Intermediate Outcome Goals

4.1.13: By 2008, 10% of physical and chemical hazards will be mitigated within 120 days to ensure public safety (FY 2004 Baseline: 10% of an annual estimated total of 589 physical and chemical hazards).

4.1.14: By 2008, 82% of BLM organizational units (98 out of 120 facilities) will be rated in good safety, health, and environmental condition (FY 2004 Baseline: 68%, or 78 out of 114 facilities).

4.1.15*: By 2008, 90% (4,170 out of 4,634) of buildings (e.g., administrative sites and employee housing) will be maintained in fair to good condition as measured by the Facility Asset Management System (FY 2004 Baseline: 90%, or 4,170 out of 4,634 buildings).

4.1.16*: By 2008, 68% of roads (50,740 out of 78,060), 70% of dams (446 out of 495), 97% of bridges (861 out of 888), and 70% of trails will be in fair to good condition.

***Note:** The BLM currently does not have the capability to place Facility Condition Index ratings on its facilities; however, the interim plans will report on the percent of facilities in fair or good condition.

Improve Information Management: End and Intermediate Outcome Goals

4.1.17: In FY 2006, the baseline will be established for the percent of townships for which BLM has data responsibility (excluding Indian Trust lands) that will be accessible on the Internet through the National Integrated Lands System website.

4.1.18: In FY 2005, the baseline will be established for the percent of cadastral surveys approved within 18 months of the funding date.

4.1.19: In FY 2005, the baseline will be established for the percent of Federal and Indian lands that will have modern brass cap surveys (acres with brass cap surveys/all Federal lands).

4.1.20: By 2008, 88.2% of the total available acreage will be transferred from BLM administration to the State of Alaska and the Alaska Native Corporations (FY 2004 Baseline: 86.3% of the total available acreage will be transferred from BLM administration to the State of Alaska and the Alaska Native Corporations).

Improve Information Management: End and Intermediate Outcome Goals (continued)

4.1.21: In FY 2008, 200,000 public land title records will be posted on the Internet to assist in title, survey, historical, and genealogical research (FY 2004 Baseline: In FY 2004, an additional 200,000 public land title records will be posted on the Internet).

4.1.22: In FY 2004, the baseline will be established for the percent of areas under BLM administration that are covered by current resource management plans based on land-use plan evaluations.

4.1.23: By FY 2008, 120,000 acres of land disposals and conveyances will be completed outside of Alaska (FY 2004 Baseline: 100,000 acres of land disposals and conveyances will be completed outside of Alaska).

4.1.24: In FY 2004, the baseline will be established for the number and acreage of land exchanges and acquisitions to improve land tenure distribution.

The national Geographic Coordinate Data Base website has proven to be successful and is providing the most accurate digital portrayal of parcel boundaries. The BLM also has lead responsibility for the National Integrated Lands System, a collaborative project with the U.S. Forest Service, States, counties, tribes, and other Federal agencies to provide a business solution for land managers. But even with these systems, demands on public land resources have grown at a rate over the past two decades that outpaces our ability to resolve existing land-use conflicts and to anticipate future demands accurately. In addition, several major issues have emerged since the first round of land-use plans and their associated environmental impact statements were completed, including the protection of species habitat under the Endangered Species Act, rapid population growth in the West, and a renewed emphasis on the need to develop domestic energy sources. As a result of these factors, the BLM has found that many of its land-use plans are out of date and no longer reflect natural resource or socioeconomic conditions.

The focus of the BLM's current efforts is ensuring the adequacy of its existing land-use planning and National Environmental Policy Act (NEPA) base with respect to new information about demands on public land resources. National Environmental Policy Act and land-use planning documents must be updated to reduce the risks of litigation and ensure that the BLM has a greater degree of success in meeting its program goals.

Establishing clear priorities is the key to managing increasing workload demands and is vital to the overall success of the BLM's planning initiative. Accordingly, the BLM identifies high-priority land-use planning efforts as time-sensitive when they relate to the development of energy resources, respond to nationally significant lawsuits, or have legislatively mandated time frames. Under this plan, by 2008, it is estimated an additional 20 percent of areas under BLM administration will be covered by current resource management plans based on land-use plan evaluations.

Appendices

Implementing GPRA

The Government Performance and Results Act (GPRA) requires Federal agencies to set priorities and goals, determine strategies for reaching those goals, measure their performance, and report on progress each year. In 1997, the Bureau of Land Management (BLM) developed and published its first strategic plan for the period 1997–2002. In 2000, the BLM revised its strategic plan for the period 2001–2005 by simplifying its structure and refining its goals. Now, in 2004, the BLM's operating plan tiers off of the Department of the Interior's strategic plan, released in September 2003.

This operating plan establishes long-term direction for the BLM and focuses on the goals, strategies, and measures needed to assess our performance and identify our contribution to the goals and measures of the Department's strategic plan. The long-term targets established in this operating plan are based on the assumption that BLM funding will remain constant or slightly decline over the period of this plan.

Management Excellence

The Administration has challenged agencies throughout government to improve service to the public. The President's Management Agenda (PMA) is a "package" of reform initiatives based on the principles that government should be "citizen-centered, results-oriented, and market-based." The underlying objective of these reform initiatives is to improve our performance—to achieve measurable and better results with our resources, at a good value for the American people. The BLM's progress on implementing the reform initiatives outlined in the PMA is monitored using a self-assessment scorecard system. This system employs a red, yellow, and green grading scheme (like a traffic light) for gauging our efforts on each of these five agenda items:

- Strategic Management of Human Capital
- Improved Financial Performance
- Expanded Electronic Government
- Budget and Performance Integration
- Competitive Sourcing

Management excellence is imperative if the BLM is to be able to successfully meet its long-term goals and targets as identified in this operating plan. Bureau of Land Management personnel

will need to reconcile the public's increasing demand for services and products with constrained budget resources. In recent years, the BLM has undertaken many of its own service improvement initiatives, including Service First, cost and performance management, and performance-based service contracting. As a result of these efforts, the BLM is in a better position to carry out the PMA initiatives in ways that can enhance the Bureau's effectiveness.

Verifying Performance Data

Reliable data is necessary for the successful implementation of this operating plan. The BLM will continue to address data reliability issues through internal reporting and tracking systems, including the continued application of the data validation and verification matrix developed by the Department of the Interior. The BLM completes self-assessments, Program Assessment Rating Tool evaluations, and program or general management evaluations that assess data validity and include verification of reported accomplishments.

Goal Table Organized by End and Intermediate Outcomes and Strategies

	Measure Name	FY 2004 Target	FY 2005 Target	FY 2006 Target	FY 2007 Target	FY 2008 Target
1	**Mission Area: Resource Protection**					
1.1	End Outcome Goal - Improve health of watersheds, landscapes, and marine resources that are DOI managed or influenced in a manner consistent with obligations regarding the allocation and use of water.					
1.1.01	End Outcome Measure: Wetland areas - Percent of acres achieving desired conditions where specified in management plans and condition is known, consistent with applicable substantive and procedural requirements of State and Federal water law.	% = A/B x 100 = 98%	98%			98%
		A = 12,651,800 acres	A = 12,564,000 acres			A = 12,561,800 acres
		B = 12,813,650 acres	B = 12,813,650 acres	B = 12,813,650 acres	B = 12,813,650 acres	B = 12,813,650 acres
1.1.02	End Outcome Measure: Riparian Areas - Percent of riparian miles (stream miles) achieving desired conditions where specified in management plans and condition is known, consistent with applicable substantive and procedural requirements of State and Federal water law.	% = A/B x 100 = 91%	91%	91%	91%	91%
		A = 124,900 miles	A = 124,900 miles	A = 125,200 miles	A = 125,500 miles	A = 125,900 miles
		B = 136,725 miles	B = 136,725 miles	B = 136,725 miles	B = 136,725 miles	B = 136,725 miles
1.1.03	End Outcome Measure: Upland Areas – Percent of acres achieving desired conditions where specified in management plans and condition is known, consistent with applicable substantive and procedural requirements of State and Federal water law. (DOI Measure)	% = A/B x 100 = 63%	64%	65%	66%	67%
		A = 135,000,000 acres	A = 137,000,000 acres	A = 139,000,000 acres	A = 141,000,000 acres	A = 143,000,000 acres
		B = 214,000,000 acres	B = 214,000,000 acres	B = 214,000,000 acres	B = 214,000,000 acres	B = 214,000,000 acres
1.1.04	End Outcome Measure: Surface Waters – Percent of surface waters (acres) managed by DOI that meet EPA Approved (State) Water Quality Standards. (DOI Measure)	% = A/B x 100 = %				
		A =				
		B =				
1.1.05	End Outcome Measure: Surface Waters – Percent of surface waters (stream miles) managed by DOI that meet EPA Approved (State) Water Quality Standards. (DOI Measure)	% = A/B x 100 = 88%	88%			90%
		A = 120,316 miles	A = 120,316 miles			A = 123,110 miles
		B = 136,791 miles	B = 136,791 miles	B = 136,791 miles	B = 136,791 miles	B = 136,791 miles
1.1.06	End Outcome Measure: Percent of reporting Class I DOI lands that meet National Ambient Air Quality Standards (NAAQS). (DOI Measure)	% = A/B x 100 = 50%	50%	50%	50%	100%
		A = 2	A = 2	A = 2	A = 2	A = 4
		B = 4	B = 4	B = 4	B = 4	B = 4
1.1.07	End Outcome Measure: Percent of reporting Class I DOI lands that meet visibility objectives. (DOI Measure)	% = A/B x 100 = 0%	0%	0%	0%	25%
		A = 0	A = 0	A = 0	A = 0	A = 1
		B = 4	B = 4	B = 4	B = 4	B = 4
1.1.08	End Outcome Measure: Number of land acres reclaimed or mitigated from the effects of degradation from past mining. (DOI Measure)	50 acres	50 acres cumulative = 100 acres	150 acres cumulative = 250 acres	150 acres cumulative = 400 acres	100 acres cumulative = 500 acres
	Intermediate Strategy - Restore and maintain proper function to watersheds and landscapes.					
1.1.09	Intermediate Outcome Measure: Restore Fire Adapted Ecosystems/ Fire Rehabilitation: Percent of acres degraded by wildland fire with post-fire rehabilitation treatments underway, completed, and monitored. (DOI Measure)	A/B x 100 = 19%	20%	20%	20%	20%

1.1.10	Intermediate Outcome Measure: Restore Fire Adapted Ecosystems/ Condition Class: Number of total acres in fire regimes 1, 2, or 3 that were identified as high priority through collaboration consistent with the 10-year Implementation Plan moved to a better condition class – in total. (DOI Measure)	acres = 31,000	acres = 40,000			TBD
1.1.11	Intermediate Outcome Measure: Restore Fire Adapted Ecosystems/ Condition Class: Number of total acres in fire regimes 1, 2, or 3 that were identified as high priority through collaboration consistent with the 10-year Implementation Plan moved to a better condition class-as a percent of total acres. (DOI Measure)	10%	15%			TBD
1.1.12	Intermediate Outcome Measure: Restore Fire Adapted Ecosystems/ Condition Class: Number of acres in prior measure (Performance Measure 1.1.10) moved to a better condition class per million dollars of gross investment. (DOI Measure)	acres = 1,200	acres = 1,200			# = TBD
1.1.13	Intermediate Outcome Measure: Reduce Hazardous Fuels: Number of total acres treated that are in condition classes 2 or 3 in fire regimes 1 through 3 outside of wildland-urban interface, and are identified as high priority through collaboration consistent with the 10-Yr. Implementation Plan – in total. (DOI Measure)	# = 225,000.	# = 225,000			# = TBD
1.1.14	Intermediate Outcome Measure: Reduce Hazardous Fuels: Number of acres treated that are in condition classes 2 or 3 in fire regimes 1-3 outside of WUI, and are identified as high priority through collaboration consistent with the 10-Yr. Implementation Plan – as a percent of all acres treated. (DOI Measure)	# = 50%	# = 48%			# = TBD
1.1.15	Intermediate Outcome Measure: Reduce Hazardous Fuels: Number of acres treated outside the wildland-urban interface per million dollars gross investment. (DOI Measure)	# = 8,100	# = 8,100			# = TBD
1.1.16	Intermediate Outcome Measure: Land Contamination: Percent of known contaminated sites remediated on DOI managed land. (DOI Measure)	% = A/B x 100 = 10%	10%	10%	10%	10%
		A = 270	A = 270	A = 270	A = 270	A = 280
		B = 2,700	B = 2,700	B = 2,700	B = 2,700	B = 2,700
Intermediate Strategy - Improve information base, information management, and technical assistance.						
1.1.17	Intermediate Outcome Measure: Forge Effective Partnerships: Satisfaction scores on resource protection partnerships. (DOI Measure)	Establish Baseline				
1.2	**End Outcome Goal: Sustain desired biological communities on DOI managed and influenced lands and waters in a manner consistent with obligations regarding the allocation and use of water.**					
1.2.01	End Outcome Measure: Invasive Plant Species: Percent change from Baseline in the number of acres infested with invasive plant species. (DOI Measure)	Establish Baseline	TBD	TBD	TBD	TBD
Intermediate Strategy - Create habitat conditions for biological communities to flourish.						

1.2.02	Intermediate Outcome Measure: Habitat Restoration: Number of stream/ shoreline miles restored or enhanced to achieve habitat conditions to support species conservation consistent with management documents, program objectives. (DOI Measure)	585 miles	715 miles cumulative = 1,300 miles			1,100 miles cumulative = 2,400 miles
1.2.03	Intermediate Outcome Measure: Habitat Restoration: Number of acres restored or enhanced to achieve habitat conditions to support species conservation consistent with management documents, program objectives. (DOI Measure)	9,500	19,000			40,000
1.3	End Outcome Goal - Protect cultural and natural heritage resources.					
1.3.01	End Outcome Measure: Cultural Resource Properties: Percent of cultural properties on DOI inventory in good condition. (DOI Measure)	% = A/B x 100 = 81%	81%			81%
		A = 32,896	A = 35,640			A = 44,145
		B = 40,500	B = 44,000			B = 54,500
1.3.02	End Outcome Measure: Cultural Resource Collections: Percent of collections in DOI inventory in good condition. (DOI Measure)	% = A/B x 100 = 100%	100%	100%	100%	100%
		A = 3	A = 3	A = 3	A = 3	A = 3
		B = 3	B = 3	B = 3	B = 3	B = 3
1.3.03	End Outcome Measure: Paleontology Localties: Percent of paleontology localities in DOI inventory in good to fair condition. (DOI Measure)	% = A/B x 100 = 90%	90%	90%	90%	90%
		A = 1,660	A = 1,660	A = 1,660	A = 1,660	A = 1,660
		B = 1,845	B = 1,845	B = 1,845	B = 1,845	B = 1,845
1.3.04	End Outcome Measure: Natural Heritage Resources: Percent of Special Management Areas meeting their heritage resource objectives under the authorizing legislation. (DOI Measure)	% = A/B x 100 = 63%	65%	68%	72%	75%
		A = 649	A = 667	A = 702	A = 737	A = 772
		B = 1,030	B = 1,030	B = 1,030	B = 1,030	B = 1,030
	Intermediate Strategy - Manage special management areas for natural heritage resource objectives.					
1.3.05	Intermediate Outcome Measure: Wilderness Areas: Percent of acres of designated wilderness achieving wilderness character objectives as specified by statute. (DOI Measure)	% = A/B x 100 = 60%	61%			64%
		A = 3,909,172	A = 3,974,325			A = 4,169,784
		B = 6,515,287	B = 6,515,287	B = 6,515,287	B = 6,515,287	B = 6,515,287
1.3.06	Intermediate Outcome Measure: Wild and Scenic Rivers: Percent of miles of designated wild and scenic rivers achieving wild and scenic river condition objectives. (DOI Measure, non-key)	60%	61%			64%
1.3.07	Intermediate Outcome Measure: Scenic and Historic Trails: Percent of miles of designated scenic and historic trails achieving national scenic and historic trial management levels. (DOI Measure, non-key)					
1.3.08	Intermediate Outcome Measure: National Monuments and National Conservation Areas: Initiate priority projects to achieve the resource condition objectives for x percent of the NMs and NCAs. (BLM Measure)	% = A/B x 100 = 31%	45%	62%	79%	100%
		A = 9	A = 13	A = 18	A = 23	A = 29
		B = 29	B = 29	B = 29	B = 29	B = 29
1.3.09	Intermediate Outcome Measure: Wild Horse and Burro Management Areas: Percent of number of Herd Management Areas achieving appropriate management levels. (BLM Measure)	% = A/B x 100 = 54%	77%			100%
		A = 111	A = 158			A = 206
		B = 206	B = 206			B = 206

Intermediate Strategy – Increase partnerships, volunteer opportunities, and stakeholder satisfaction.						
1.3.10	Intermediate Outcome Measure: Partnerships: Partner satisfaction scores with DOI on cultural and heritage resource partnerships. (DOI Measure)	TBD	No Survey in FY 2005	TBD	No Survey in FY 2007	TBD
2	**Mission Area: Resource Use**					
2.1	**End Outcome Goal - Manage or influence resource use to enhance public benefit, promote responsible use, and ensure optimal value: Energy.**					
2.1.01	End Outcome Measure: Provide for Access: Number of onshore acres available for energy resource exploration and development consistent with applicable management plans or permitting requirements. (DOI Measure)	590,000,000 acres surface; 366,000,000 acres sub-surface	590,000,000 acres surface; 366,000,000 acres sub-surface	590,000,000 acres surface; 366,000,000 acres sub-surface	590,000,000 acres surface; 366,000,000 acres sub-surface	590,000,000 acres surface; 366,000,000 acres sub-surface
2.1.02	End Outcome Measure: Responsible Use: Average acreage disturbed per permitted energy exploration or development activity. (DOI Measure)	2.3 acres	2.1 acres	2.0 acres	1.9 acres	1.8 acres
Intermediate Strategy - Effectively manage and provide for efficient access and development.						
2.1.03	Intermediate Outcome Measure: Processing Backlog/Fluid Minerals: Number of pending cases of permits that are in backlog status for fluid energy minerals (APD's) (DOI Measure)	2,100 APD's	1,900 APD's	1,700 APD's	1,600 APD's	1,500 APD's
2.1.04	Intermediate Outcome Measure: Cost Efficiency: The average full cost of processing applications for (fluid energy) Permit to Drill Applications (APDs). (BLM PART Measure)	$3,950/APD Processed	$4,100/APD Processed	$4,100/APD Processed	$4,100/APD Processed	$4,100/APD Processed
2.1.05	Intermediate Outcome Measure: Processing Backlog/Solid Minerals: Number of pending cases of lease applications that are in backlog status for solid energy minerals (LBA's). (DOI Measure)	26 LBA's	26 LBA's	26 LBA's	26 LBA's	26 LBA's
2.1.06	Intermediate Outcome Measure: Processing Backlog/Rights-of-Way: Number of pending cases of permits and lease applications that are in backlog status for rights-of-way (R/W). (DOI Measure)	1,850 ROW's	1,750 ROWs	1,685 ROWs	1,590 ROWs	1,500 ROWs
2.1.07	Intermediate Outcome Measure: Processing/Percent Processed – Increase the percent of pending cases of permits and lease applications that are processed for fluid energy minerals (APDs). (BLM PART Measure)					
2.1.08	Intermediate Outcome Measure: Processing/Percent Processed – Increase the percent of pending cases of permits and lease applications that are processed for energy minerals (coal). (BLM PART Measure)					
Intermediate Strategy - Enhance responsible use management practices.						
2.1.09	Intermediate Outcome Measure: Compliance/Percent of Strategy: Increase the percent of fluid energy resource compliance inspections and enforcement reviews completed. (BLM PART Measure)	95.00%	95.50%	95.50%	96.00%	96.00%

2.1.10	Intermediate Outcome Measure: Compliance/Percent of Strategy: The percent of solid minerals inspection and enforcement reviews completed. (BLM PART Measure)	TBD	TBD	TBD	TBD	TBD
2.1.11	Intermediate Outcome Measure: Compliance/Percent of INCs Corrected - Percent of Fluid Minerals Violations (Incidents of Non-Compliance or INCs) corrected by operators with first notice. (BLM PART Measure)	92%	94%	95%	96%	97%
Intermediate Strategy - Improve information base, information management, and technical assistance.						
2.1.12	Intermediate Outcome Measure: Satisfaction Rating: Improve customer satisfaction rating with energy resources permitting process. (BLM PART Measure)	50%	50%	50%	50%	50%
2.2	End Outcome Goal - Manage or influence resource use to enhance public benefit, promote responsible use and ensure optimal value: Non-energy minerals.					
2.2.01	End Outcome Measure: Access: Number of acres available for non-energy mineral resource exploration and development consistent with applicable management plans. (DOI Measure)	570,700	570,700	570,700	570,700	570,700
2.2.02	End Outcome Measure: Responsible Use: Number of acres reclaimed to appropriate land condition and water quality standards. (DOI Measure)	8,000	8,000 acres cumulative = 16,000 acres			8,000 acres cumulative = 50,000 acres
Intermediate Strategy - Effectively manage and provide for efficient access and production.						
2.2.03	Intermediate Outcome Measure: Permit Processing: Average time for review and approval of saleable, leasable, and locatable minerals processing actions. (DOI Measure)	18 months	18 months	18 months	18 months	18 months
2.2.04	Intermediate Outcome Measure: Processing/Percent: Increase the percent of pending cases of permits and lease applications that are processed for non-energy minerals. (BLM PART Measure)	Establish Baseline	TBD	TBD	TBD	TBD
Intermediate Strategy - Enhance responsible use management practices.						
2.2.05	Intermediate Outcome Measure: Compliance: Increase the percent of non-compliance and trespass actions that are resolved for non-energy minerals. (BLM PART Measure)					
Intermediate Strategy - Improve information base, information management, and technical assistance.						
2.2.06	Intermediate Outcome Measure: Satisfaction Rating: Improve customer satisfaction rating with the non-energy mineral permitting process. (BLM Measure)					
2.3	End Outcome Goal – Manage or influence resource use to enhance public benefit, promote responsible use, and ensure optimal value: Forage.					
2.3.01	End Outcome Measure: Restoration: Percent of acres with DOI range improvements resulting in sustainable grazing. (DOI Measure)	% = A/B x 100 = 7%	7%	7%	7%	8%
		A = 14,500,000 acres	A = 15,000,000 acres	A = 15,500,000 acres	A = 16,000,000 acres	A = 16,500,000 acres
		B = 214,000,000 acres	B = 214,000,000 acres	A = 15,000,000 acres	B = 214,000,000 acres	B = 214,000,000 acres

2.3.02	End Outcome Measure: Percent of permitted acres maintained at appropriate land conditions and water and air standards. (DOI Measure)	% = A/B x 100 = 63%	64%	65%	66%	67%
		A = 135,000,000 acres	A = 137,000,000 acres	A = 139,000,000 acres	A = 141,000,000 acres	A = 143,000,000 acres
		B = 214,000,000 acres	B = 214,000,000 acres	B = 214,000,000 acres	B = 214,000,000 acres	B = 214,000,000 acres
Intermediate Strategy – Provide access for grazing.						
2.3.03	Intermediate Outcome Measure: Permit Processing: Average time (average reduction, number of days) for processing and issuance of grazing permits. (DOI Measure)	215 days	210 days	207 days	203 days	200 days
2.4	End Outcome Goal – Manage or influence resource use to enhance public benefit, promote responsible use, and ensure optimal value: Forest products.					
2.4.01	End Outcome Measure: Access/PD Volume: Volume of wood products offered consistent with applicable management plans, PD lands. (BLM/ DOI Measure)					
2.4.02	End Outcome Measure: Access/O&C Volume: Volume of wood products offered consistent with applicable management plans, O&C lands. (BLM/ DOI Measure)	PD Forest Volume = 100% ASQ O&C Forest Volume = 87% ASQ Total Volume Offered = 88.5% ASQ	PD Forest Volume = 111% ASQ O&C Forest Volume = 125% ASQ Total Volume Offered = 123% ASQ			PD Forest Volume = 125% ASQ O&C Forest Volume = 100% ASQ Total Volume Offered = 103% ASQ
2.4.03	End Outcome Measure: Access/PD ASQ: Percent of timber offered for sale, PD lands. (BLM/DOI Measure)	PD Forest Volume = 32.0 MMBF O&C Forest Volume = 176.0 MMBF Total Volume Offered = 208.0 MMBF	PD Forest Volume = 35.4 MMBF O&C Forest Volume = 254.0 MMBF Total Volume Offered = 289.4 MMBF			PD Forest Volume = 40.0 MMBF O&C Forest Volume = 203.0 MMBF Total Volume Offered = 243.0 MMBF
2.4.04	End Outcome Measure: Access/O&C ASQ: Percent of Allowable Sale Quantity offered for sale, O&C lands. (BLM/DOI Measure)	106%	113%			125%
2.4.05	End Outcome Measure: Responsible Use – Percent of permitted acres maintained at appropriate land conditions and water quality standards. (DOI Measure)	% = A/B x 100 = 100%	100%			100%
2.4.06	End Outcome Measure: Optimal Value: Administrative cost per million board feet of timber offered for sale. (DOI Measure)	$165	$165			$150
3	**Mission Area: Recreation**					
3.1	End Outcome Goal – Provide for a quality recreation experience, including access, and enjoyment of natural and cultural resources on DOI managed and partnered lands and waters.					
3.1.01	End Outcome Measure: Satisfaction of meeting public demand for recreation as measured by a general public survey. (DOI Measure)	30%	32%	34%	37%	40%
3.1.02	End Outcome Measure: Satisfaction with the quality of recreation experience. (DOI Measure)	94%	94%	94%	95%	95%
Intermediate Strategy – Improve capacities to provide access for recreation where appropriate.						

3.1.03	Intermediate Outcome Measure: Recreation Opportunities: Number of acres made available for recreation through management actions and partnerships. (DOI Measure)	260,000,000 acres	260,000,000 acres	260,000,000 acres	260,000,000 acres	260,000,000 acres
3.1.04	Intermediate Outcome Measure: Number of river and shoreline miles sustained accessible for recreation through management actions and partnerships. (DOI Measure)	14,500 miles	14,500 miles	14,500 miles	14,500 miles	14,500 miles
3.1.05	Intermediate Outcome Measure: Universal Access: Percent of universally accessible facilities in relation to the total number of recreation areas. (DOI Measure)	% = A/B x 100 = 9%	9%	9%	9%	9%
		A = 700	A = 700	A = 700	A = 700	A = 700
		B = 7,700	B = 7,700	B = 7,700	B = 7,700	B = 7,700
Intermediate Strategy – Promote recreation opportunities						
3.1.06	Intermediate Outcome Measure: Efficient Transactions: Number of on-line recreation transactions supported by DOI (number of people served, number of transaction opportunities). (DOI Measure)	2,500 transactions	3,000 transactions	3,000 transactions	3,000 transactions	3,000 transactions
Intermediate Strategy - Manage recreation activities seamlessly.						
3.1.07	Intermediate Outcome Measure: Expand Resource/Community-Based Collaboration: Percent of recreation areas with community partnerships. (DOI Measure)	% = A/B x 100 = 80%	81%	82%	83%	84%
		A = 3,115	A = 3,154	A = 3,193	A = 3,232	A = 3,271
		B = 3,894	B = 3,894	B = 3,894	B = 3,894	B = 3,894
3.1.08	Intermediate Outcome Measure: One-Stop Access: Number of individuals using interagency pass. (DOI Measure)	10,700	10,700	10,700	10,700	10,700
Intermediate Strategy – Enhance the quality of recreation opportunities.						
PENDING	Intermediate Outcome Measure: Facilities Condition: Facilities are in fair or better condition as measured by the Facilities Condition Index. (DOI Measure)	This performance measure will replace PM 3.1.09 after the Facilities Condition Index (FCI) is developed by the Department.				
3.1.09	Intermediate Outcome Measure: Facilities Condition: Recreation sites are in fair to good condition as measured by the Facilities Asset Management System (FAMS). (BLM/ DOI Measure)	% = A/B x 100 = 84%	84%	84%	84%	84%
		A = 1,761	A = 1,761	A = 1,761	A = 1,761	A = 1,761
		B =2,097	B =2,097	B =2,097	B =2,097	B =2,097
Intermediate Strategy – Provide effective interpretation and education programs.						
3.1.10	Intermediate Outcome Measure: Facilitated Programs: Number of visitors served by facilitated programs. (BLM Measure)	82,700	83,500	84,000	84,500	85,000
3.1.11	Intermediate Outcome Measure: Interpretation and Education: Satisfaction with the quality of interpretation and environmental education products in Special Recreation Management Areas as measured by a general public survey. (BLM Measure)					
3.2	End Outcome Goal - Provide for and receive fair value in recreation.					
3.2.01	End Outcome Measure: Customer satisfaction with value for fee paid. (DOI Measure)	85%	85%	85%	85%	85%

Intermediate Strategy – Promote quality services for recreation.						
3.2.02	Intermediate Outcome Measure: Percent of concession activities with performance-based contracts. (DOI Measure)	% = A/B x 100 = 0%	0%	0%	0%	0%
		A = 0	A = 0	A = 0	A = 0	A = 0
		B = 19	B = 19	B = 19	B = 19	B = 19
Intermediate Strategy - Effectively manage service fees and recreation fees.						
3.2.03	Intermediate Outcome Measure: Cost per visitor at development and recreational fee demonstration sites.	Establish Baseline	TBD	TBD	TBD	TBD
4	**Mission Area: Serving Communities**					
4.1	End Outcome Goal - Protect lives, resources, and property.					
4.1.01	End Outcome Measure: Loss of life from severe, unplanned and unwanted wildland fire is eliminated. (DOI Measure)	Depends on severity of fire season	Depends on severity of fire season	Depends on severity of fire season	Depends on severity of fire season	Depends on severity of fire season
4.1.02	End Outcome Measure: Firefighter injuries from severe, unplanned and unwanted wildland fire are reduced. (DOI Measure)	Report Actuals, Targets Not Set	Report Actuals, Targets Not Set	Report Actuals, Targets Not Set	Report Actuals, Targets Not Set	Report Actuals, Targets Not Set
4.1.03	End Outcome Measure: Wildland Fire: Damage to communities and the environment from severe, unplanned and unwanted wildland fire are reduced. (DOI Measure)	Depends on severity of fire season	Depends on severity of fire season	Depends on severity of fire season	Depends on severity of fire season	Depends on severity of fire season
4.1.04	End Outcome Measure: Wildland Fire: Amount of time lost from firefighter injury in proportion to the number of days worked (across all agencies). (DOI Measure)	Report Actuals, Targets Not Set	Report Actuals, Targets Not Set	Report Actuals, Targets Not Set	Report Actuals, Targets Not Set	Report Actuals, Targets Not Set
4.1.05	End Outcome Measure: Wildland Fire: Number of homes and significant structures lost as a result of wildland fire. (DOI Measure)	Depends on severity of fire season	Depends on severity of fire season	Depends on severity of fire season	Depends on severity of fire season	Depends on severity of fire season
4.1.06	End Outcome Measure: Law Enforcement – Visitor lives lost due to illegal activities on DOI lands and in DOI facilities (incidents per 100,000 visitor/resident days). (DOI Measure)	Report Actuals, Targets Not Set	Report Actuals, Targets Not Set	Report Actuals, Targets Not Set	Report Actuals, Targets Not Set	Report Actuals, Targets Not Set
4.1.07	End Outcome Measure: Law Enforcement: Visitor serious injuries due to illegal activities on DOI lands and in DOI facilities (incidents per 100,000 visitor/resident days). (DOI Measure)	Report Actuals, Targets Not Set	Report Actuals, Targets Not Set	Report Actuals, Targets Not Set	Report Actuals, Targets Not Set	Report Actuals, Targets Not Set
Intermediate Strategy - Improve fire management.						
4.1.08	Intermediate Outcome Measure: Percent of unplanned and unwanted wildland fires controlled during initial attack. (DOI Measure)	95%	95%	95%	95%	95%
4.1.09	Intermediate Outcome Measure: Improve Fire Prevention and Suppression: Number of acres burned by unplanned and unwanted wildland fires. (DOI Measure)	# = 4,797,962	4,797,962	4,797,962	4,797,962	4,797,962
4.1.10	Intermediate Outcome Measure: Number of acres treated that are in the wildland-urban interface and are identified as high priority through collaboration consistent with the 10-Year Implementation Plan - in total. (DOI Measure)					TBD

4.1.11	Intermediate Outcome Measure: Number of acres treated that are in the wildland-urban interface and are identified as high priority through collaboration consistent with the 10-Year Implementation Plan - as X percent of all acres treated. (DOI Measure)	40%	43%			
4.1.12	Intermediate Outcome Measure: Number of acres treated in the permitted acres interface per million dollars gross investment. (DOI Measure)	# = 3,020	# = 2,790	# = 3,000	# = 3,000	# = 3,000
Intermediate Strategy - Improve public safety and security and protect public resources from damage.						
4.1.13	Intermediate Outcome Measure: Mitigate Hazards: Percent of physical and chemical hazards mitigated within 120 days to ensure visitor or public safety. (DOI Measure)					
4.1.14	Intermediate Outcome Measure: Facility Compliance: Increase the percentage of BLM organizational units rated in good safety, health, and environmental condition. (BLM Measure)	% = A/B x 100 = 74%	76%	78%	80%	82%
		A = 77	A = 79	A = 81	A = 83	A = 85
		B = 104	B = 104	B = 104	B = 104	B = 104
4.1.15	Intermediate Outcome Measure: Buildings (e.g., administrative, employee housing) in fair to good condition as measured by the Facilities Asset Management Systems (FAMS) (BLM/DOI Measure)	% = A/B x 100 = 90%	87%			90%
		A = 4,170	A = 4,078			A = 4,170
		B = 4,634	B = 4,634			B = 4,634
PENDING	Intermediate Outcome Measure: Facilities Condition: Buildings (e.g., administrative, employee housing) in fair or better condition as measured by the Facilities Condition Index (FCI). (DOI Measure)	This performance measure will replace PM 4.1.15 after the Facilities Condition Index (FCI) is developed by the Department.				
4.1.16	Intermediate Outcome Measure: Other facilities, including roads, dams (non-BOR), trails, and bridges (non-BIA) are in fair to good condition as measured by a Facilities Asset Management System (FAMS) (BLM/DOI Measure)	Roads = A/B x 100 = 65%	68%	68%	68%	68%
		A = 50,780	A = 53,080	A = 53,080	A = 53,080	A = 53,080
		B = 78,060	B = 78,060	B = 78,060	B = 78,060	B = 78,060
		Dams = A/B x 100 = 70%	70%	70%	70%	70%
		A = 787	A = 787	A = 787	A = 787	A = 787
		B = 1,124	B = 1,124	B = 1,124	B = 1,124	B = 1,124
		Bridges = A/B x 100 = 97%	97%	97%	97%	97%
		A = 861	A = 861	A = 861	A = 861	A = 861
		B = 888	B = 888	B = 888	B = 888	B = 888
		Trails = A/B x 100 = 67%	70%	70%	70%	70%
		A = 10,350	A = 10,810	A = 10,810	A = 10,810	A = 10,810
		B = 15,447	B = 15,447	B = 15,447	B = 15,447	B = 15,447
PENDING	Intermediate Outcome Measure: Facilities Condition: Other facilities, including roads, dams, trails, bridges are in fair or better condition as measured by the appropriate Facilities Condition Index (FCI). (DOI Measure)	This performance measure will replace PM 4.1.15 after the Facilities Conditional Index (FCI) is developed by the Department.				
Intermediate Strategy – Promote respect for private property.						

4.1.17	Intermediate Outcome Measure: Title, Boundary and Survey Information: Percent of townships for which DOI has data responsibility, where land status, boundary, and geographic coordinate information are accessible on the internet through the National Integrated Land System (NILS). (BLM Measure)	Establish Baseline	TBD	TBD	TBD	TBD
4.1.18	Intermediate Outcome Measure: Survey: Percent of cadastral surveys approved within eighteen months of the funding date. (BLM Measure)	N/A	Establish Baseline	TBD	TBD	TBD
4.1.19	Intermediate Outcome Measure: Survey: Percent of Federal and Indian lands with modern brass cap surveys. (BLM Measure)	Establish Baseline	TBD	TBD	TBD	TBD
4.1.20	Intermediate Outcome Measure: Alaska Land Conveyances: X percent of the total acreage required under the Alaska Statehood Act (ASA) and the Alaska Native Claims Settlement Act (ANCSA), as amended by the Alaska National Interest Lands Conservation Act (ANILCA), will be transferred from Bureau administration to the State of Alaska and the Alaska Native Corporations. (BLM Measure)	% = A/B x 100 = 90%				
		A =				
		B =	1,000,000			750,000
4.1.21	Intermediate Outcome Measure: Land Title Records: Number of public land title records posted on the internet to assist title, survey, historical, and genealogical research and retrieval. (BLM Measure)	Not Recorded	Establish Baseline			TBD
4.1.22	Intermediate Outcome Measure: Management Plans: Percent of areas under DOI management or influence covered by current resource management plans based on land use plan evaluations. (BLM Measure)	Establish Baseline	TBD			TBD

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